



Commandant's NOTE

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INFANTRY FORCE XXI—FACING THE CHALLENGE

The world of the next century—and our nation's role in it—will be significantly different from today's environment. The challenges that the United States Army will have to face as we enter the next century are far more diversified than at any time in our nation's history, and in this Commandant's Note I want to describe what the Infantry is doing—and must do—to prepare for the future.

Even as late as the beginning of this decade, the threat was well-defined, and so we organized and trained the force to confront an array of contingencies focused on the Soviet Union and its surrogates. The dissolution of the Soviet Union, however, has spawned a much wider spectrum of conflict, and given Third World nations access to weapons and technologies formerly available only to the major powers. The United States must now prepare to deal with a broader array of threats to our national interests than ever before, to do so with considerably reduced resources, and to train the force while adhering to the strictest standards of safety commensurate with the accomplishment of our readiness mission.

Force XXI Operations, TRADOC pamphlet 525-5, is the Army vision of how joint military operations will be conducted as we enter the next century. Infantry Force XXI will play an increasingly pivotal role in those operations, given the diversity and nature of the contingencies we can expect, both in war and in operations other than war (OOTW). The following five modernization objectives define the desired end result of the Army's Force XXI Campaign: Protect the force; project and sustain the force; dominate maneuver space; execute precision strike; and win the information war.

With these goals in mind, the Infantry Force XXI initiative is developing the organization and operational concepts of the future Infantry, and the United States

Army Infantry School is the focal point of that effort. As we move forward, this effort is likewise guided by the Army imperatives of doctrine, training, leader development, organizations to ensure the appropriate force mix, modernization of our materiel, and the need to attract, sustain, and retain quality soldiers.

Infantry Force XXI will include a redesign of the force at all echelons. This force design and the new operational concepts concurrently being developed will provide the impetus for new infantry equipment fielding and the doctrinal foundation that will meet the requirements of the Army's Force XXI Campaign Plan. The following Force XXI design principles will guide our efforts to redesign the force:

- The division will be organized to optimize information-based operations.
- We must dominate battlespace in terms of speed, space, and time.
- The battlefield tempo is to be controlled through overwhelming lethality.
- We must be able to simultaneously mount, execute, and recover from operations.
- We must be able to attain a rapid, decisive victory with minimal casualties.
- The force must be both rapidly deployable and operationally agile.
- Our ability to tailor forces must be attained through the use of modular elements.
- We must not lose focus on the primary mission of divisions—to fight and win battles.
- We must be able to function effectively in joint and multi-national operations in both war and OOTW.

The Infantry School has focused its effort on the concept of an objective infantry force that can carry out an array of missions, through its enhanced deployability, versatility, mobility, and lethality. Infantry Force XXI

also provides the basis for a detailed review of all ongoing programs for which the Infantry has proponentcy and will provide for the development of state-of-the-art doctrine, organizations, equipment, and training systems. The inclusion of organization, concepts, and technology in this effort will ensure that our evolving concepts of battle command, battlespace, and information operations are able to draw upon the tremendous technological potential of our nation to quickly gain—and maintain—the edge against any potential adversary.

The stunning Gulf War victory of Coalition forces demonstrated the necessity of maintaining our lead in technology, doctrine, and training, and we must continue to maintain—and even expand—our lead as we approach the 21st century. Knowledge-based operations, situational awareness, digitization, precision, simultaneous attack in depth, and lethality are the key concepts that will contribute to the development of Infantry Force XXI. Each of these is a powerful combat multiplier in itself, but the synergism of their simultaneous application will yield an even more formidable combat force. Our ability to exploit information in all its dimensions will enable us to conduct operations in the light of the most accurate and up-to-date intelligence, communicated to commanders and planners at a rate hitherto impossible, and updated in response to the changing tactical or logistical situation.

The advantages gained through digitization will in turn enhance commanders' situational awareness by providing them with real-time friendly unit locations and accurate data on enemy dispositions and capabilities. This will pay tremendous dividends in such vital areas as casualty evacuation, resupply operations, and the ability to respond rapidly on a highly fluid battlefield. Precision, another of the concepts to be exploited in Infantry Force XXI, will include the guided munitions, laser designation systems, and pin-point destruc-

tion our maneuver force will have at its disposal. Immediately responsive fire-for-effect missions will be made possible through improved position location capabilities and digital communications. The net gain from all of this will be increased lethality over that of today's weapon systems, increased confidence of the Infantry force in its firepower, and a greater potential to deter would-be aggressors from adventurism.

The program I have outlined is an ambitious one, and it will be accomplished by means of live exercises such as Advanced Warfighting Experiments, focused rotations at the Combat Training Centers, and experiments conducted under the auspices of the Dismounted Battlespace Battle Lab. These will be complemented by constructive efforts such as Brigade/Battalion Simulations (BBS), Simulation Networking (SIMNET), the JANUS simulation, Synthetic Theater of War (STOW), the Close Combat Tactical Trainer (CCTT), and the Rapid Force Projection Initiative (RFPI). The virtual dimension will play a role through such programs as the Night Fighting Training Facility (NFTF), and the Virtual Brigade. Perhaps most important of all, operational experience gained from Operations DESERT SHIELD and DESERT STORM, Somalia, Haiti, Macedonia, and deployments at home in response to earthquakes, hurricanes, floods, and civil unrest will be used to factor in the realities that U.S. units have faced in recent history.

This, therefore, is Infantry Force XXI. We recognize that we must plan for future operations, be able to project force rapidly, and be able to operate decisively in all forms of warfare—and in operations other than war—against a variety of threats and under a variety of conditions. We will accomplish this through the application of technology, doctrine, and training to maintain both a credible deterrent and an Army that can move fast, strike hard, and do the job right the first time, every time.

